19990513 065

*News From*

# AFAR

*Air Force Acquisition Reform*

Volume 2     Number 1     March/April 1996

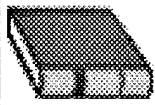## Senior Acquisition Leadership Conference

The senior leaders of Air Force Acquisition gathered together recently at a conference where they reviewed the acquisition reform successes of the past, and planed for the acquisition reform successes of the future. The new Air Force Acquisition Executive, Mr. Art Money, used the opportunity to issue an acquisition reform challenge to the Air Force acquisition team. Money also announced two new Lightning Bolt Initiatives (see story at left), and reinforced his commitment to acquisition reform.

The Senior Acquisition Leadership Conference, held 5 Mar 96 at Andrews AFB, Maryland, was attended by the Program Executive Officers, Center Commanders, ACAT I Program Directors, and senior Air Force and AFMC staff. The conference consisted of a plenary session and a workgroup session where the participants split up into smaller groups to work on a

---

---

# Two New Lightning Bolts!!

Air Force Acquisition Executive Mr. Art Money set the stage for further acquisition reform recently by announcing two new Lightning Bolt Initiatives. Money acknowledged the success of the initial Lightning Bolts, but added "we've got a lot more that we can do." The two new Lightning Bolts deal with decreasing acquisition cycle time, and improving Science and Technology business practices.

Money announced the Lightning Bolts at the recent Senior Acquisition Leadership Conference (see related story), and assigned two of the workgroups at the conference to clarify the goals and objectives of the Bolts. Recently, Money signed a letter designating Champions and Leaders for the two Bolts. For Lightning Bolt #10, Reducing Cycle Time, Lt Gen (S) Ken Eickmann is the Designated Acquisition Commander Champion, Mr Harry Schulte is the Program Executive Officer Champion, and Col Ben McCarter, SAF/AQP, is the Lightning Bolt Leader. For Lightning Bolt #11, Improve S&T Business Practices, Maj General Dick Paul, AFMC/ST, and Dr Helmut Helwig, SAF/AQR, are the Champions, and Brig Gen Claude Bolton is the Lightning Bolt Leader. Details of the Lightning Bolt Initiatives follow.

---

**DISTRIBUTION STATEMENT A**

# Two New Lightning Bolts <superscript>continued from page 1</superscript>

**Lightning Bolt #10. The time from initial effort by a buying office to satisfy a user's validated requirements (for a new product, services, parts, etc.) until delivery will be reduced by 50%)**

The time from initial effort by a SPO to satisfy a user's requirement until a contract is awarded will be reduced by improving RFPs, shortening proposals, and streamlining the source selection process. RFPs will be improved by encouraging more open, communications with users and offerors; enhancing the clarity of RFPs; and utilizing electronic processes. Proposal size can be stringently limited when industry clearly understands what we want and the basis for selecting our sources. The evaluation process can be streamlined by utilizing smaller teams, and improving source selections standards and criteria. We can also reduce protest by better communications with unsuccessful offerors.

**Lightning Bolt #11. Enhance the capabilities of our laboratories by adopting improved business processes learned from our weapon system acquisition reform efforts.**

Improved business processes and lessons learned in acquisition of weapon systems will be applied to our science and technology efforts. These improved processes will result in better communications with customers, streamlined solicitations, more efficient source selections, a downsized workforce, meaningful policies, and a workforce trained in the latest reform initiatives. Common processes will become the standard across all laboratories.

Each laboratory will benchmark within 30 days the documentation required and the cycle time for major business processes. The benchmark will achieve a 50 percent reduction in documentation and cycle time within one year. ❖

---

# The SAMP Revisited

By Maj Chris Pelc

It has been some time since I've had the opportunity to write an article about the SAMP and its implementation. As many of you have found out implementing the SAMP concept is not, and has not been easy. In some respects, having a root canal without Novocaine would be less painful. The difficulty in implementing the SAMP comes from two sources. First, the SAMP represents a subtle, but very radical shift in our view of program documentation. Secondly, our concept of what the SAMP is, or should be, is well out in front of our current acquisition procedures—but the procedures are catching up fast.
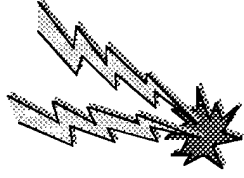
Four ideas form the foundation of the SAMP concept. The first, and most important is that the Integrated Process or Product Team approach works. If you make this assumption, and at this point it is still a large assumption, then the rest of the theory used to develop the SAMP concept flows naturally. For example, if the IPTs work, you can assume a higher level of quality in the final IPT recommendations. You can make this assumption because the IPT is a knowledgeable, multi-functional group of stakeholder experts. If the IPT is truly composed of a group of experts, you can assume all the relevant issues have been addressed during the IPT deliberations. Only those issues which the IPT determines to be the key drivers for the acquisition, test, support, and management strategy need to be documented in the SAMP.

Under our current acquisition practices, much of the documentation was developed by the program office and staffed along functional lines. Part of the underlying mindset of this approach is that the program office's focus is too nar-

# Senior Acquisition Leadership Conference Continued from page 1

particular topic. In addition to Money, the plenary session's featured speakers included Air Force Vice Chief Gen Tom Moorman, Mr. John Beach from SAF/FM, and Maj Gen John Handy of AF/PE.

Moorman, Beach, and Handy all discussed the fiscal challenges facing the Air Force modernization program. Gen Moorman identified acquisition reform as one of the ways to protect the Air Force's time-phased modernization program. Money used the background set by the other speakers as the backdrop to his central message: we've had a lot of success, but there is far more to do. Money acknowledged the success of acquisition reform to date—accounting for approximately $13 Billion in cost reduction—but set his sights on the future. The two new Lightning Bolts he announced are just a start; Money also wants to tackle financial reform in conjunction with SAF/FM and AF/PE.

The five workgroups consisted of approximately ten attendees, working to develop recommended action plans for the issue they were assigned to work. The workgroups explored such topics as funding execution, tying together the PPBS and acquisition systems, Lightning Bolts 10 and 11, and acquisition workforce development. Details of the workgroups can be found in the conference minutes on the SAF/AQ Web site. Mr. Money called the event a "rousing success," and established plans for a follow-on conference in Sep 96. ❖

# Datebook:

## Upcoming Events From The World of Acquisition Reform
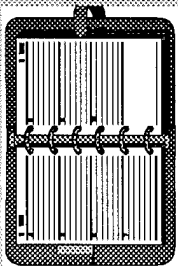
• The Tidewater Government/Industry Council, the Tidewater Association of Service Contractors, and the College of Engineering and Technology at Old Dominion University will co-host their 5th annual Service contracting Symposium on March 26, 1996 at the Norfolk Waterside Marriott Hotel. The symposium, also entitled "Insight into Privatization Task Force and 25% Reduction in Government Acquisition Workforce" will host a number of noted speakers. For further information, contact Old Dominion University at (804) 683-5507.

• The Society of Logistics Engineers (SOLE) will host the Meeting entitled Challenges of Defense Acquisition Reform: A Government and Industry Forum. Several of the topics to be included are getting online: how to download RFPs and respond, creating business opportunities as a result of privatization, gaining competitive advantages through strategic alliances and partnerships, and the status of specification reform. Invited speakers include: Secretary of Defense William Perry, Dr. Paul Kaminski, USD(A&T), and Mrs. Colleen Preston, DUSD(AR). The forum will be held on 1-3 April 1996, at the Doubletree Hotel, Arlington, VA. For addition information, call SOLE at (301) 459-8446.

• The JAST '96 Conference will be held in conjunction with the American Helicopter Society (AHS) 52nd Annual Forum and Technology Display. JAST '96, "Developing the Future Joint Air Strike Weapons Systems," will focus on the principal joint-Service airborne weapon systems. The conference will feature leading DoD, military, and industry speakers on JAST concept definition and design; common airframes, engines, avionics, and weapon systems; and technical presentations. The conference will be held on 5 June 1996 in Washington D.C. For additional information, call AHS at (703) 684-6777.

• The 13th Annual Program Managers Symposium, entitled "Government and Industry Partners in Reform" will be held at Ft. Belvoir, VA from 17-19 June 1996. Speakers, panels, and workshops will address the theme and present views from government agencies, OSD, the Services, and industry. Representatives from industry, federal agencies, and DoD will discuss the impact and importance of acquisition reform implementation. For additional information, contact the DSMC Alumni Association, (800) 755-8805, (301) 309-9125 or fax (301) 309-0817.

# New Software Released for Air Force Acquisition

*By Sue Baker*
*ASC Office of Public Affairs*

WRIGHT-PATTERSON AFB, Ohio — Acquiring Air Force weapon systems will soon be easier, thanks to the newest version of the Air Force Acquisition Model (AFAM).

Released last month, the third generation of AFAM — organized by such functional areas as engineering and contracting — will offer users significant improvements, including updates on acquisition reform, according to Col. Mike Ferrell, program director.

"This model is the "white knight" that members of the acquisition community have been seeking to steer them through the acquisition re-engineering process," he said. "In the 3.0 version, and all subsequent AFAM generations, the model's reference library will have the latest changes in acquisition policy and guidance."

Successfully merging AFAM 2.0 with the AFAM supplement into a single application, AFAM

> *"This model is the "white knight" that members of the acquisition community have been seeking to steer them through the acquisition re-engineering process..."*

3.0 will enable users to access more than 6,250 acquisition tasks and 223 regulations, policies and manuals. The newest version also will offer a stream- lined user interface, the ability to open multiple windows, and global-search capability.

According to Maj. Ken Hughes, chief, Technical Support Division, AFAM is more user-friendly than ever before. "The merger with the reference library material eliminated a separate software application, and now gives AFAM users a much-requested global search capability." Using AFAM 3.0, acquisition professionals will be able to view specific acquisition steps while references — source locations for regulations, guidelines and lessons

*Continued on page 9*

---

## SAMP Revisited *continued from page 2*

row, so they can't come up with the best overall approach. You need layers of various functional reviews to ensure proposed program office approaches are thoroughly reviewed. The IPT approach changes this by assembling the best functional experts at one time to review and discuss the program from end to end.

The second underlying idea is that the SAMP should be written as a strategic document. This makes Air Staff and OSD participation critical to developing a "good" SAMP. Both organizations are charged with providing strategic guidance for the acquisition community. Again, because the Program Manager executes the program in consultation with the various IPTs, the Air Staff and OSD are assured that the PM is implementing the strategy in the best manner. Therefore, the SAMP should focus on

the overall program, acquisition, test, and support strategy. The "implementation details" can be safely left to the Program Manager. Current program documentation contains a significant amount of "implementation details". By focusing the SAMP at the strategic level, significantly reduced program documentation and decentralized program execution should result.

The third idea is that the SAMP is a forward looking document. If the SAMP has a strategic focus, then it will naturally be a forward looking document. This is a significant shift from traditional acquisition documentation. For the most part, traditional documentation does a good job describing an acquisition approach and how the program office intends to get on contract. However, equally important is

*Continued on page 7*

# Project Sure Strike Improves F-16 Capability

WRIGHT-PATTERSON AFB, Ohio (AFMCNS) — Aeronautical Systems Center's F-16 System Program Office recently used streamlined acquisition processes to develop quickly a precision targeting system, Sure Strike, which may reduce fratricide by more precisely locating strike targets.

The system, to be used on select F-16s including those supporting NATO's Implementation Force (IFOR) in Bosnia, consists of a mobile, ground-based system with an airborne system installed on F-16C's.

The F-16 office delivered the increased combat capability to the user, U.S Air Forces in Europe, just 13 weeks after the need was identified. This quick-reaction capability was made possible through prompt, sustained effort by a combined F-16 Integrated Product Team of experts from ASC here; Ogden Air Logistics Center, Hill Air Force Base, Utah; and Lockheed-Martin, Fort Worth, Texas.

An operational use of Sure Strike would follow this scenario: Air Force forward air controllers, attached to U.S. Army armored divisions, would identify ground-based enemy threats. One forward air controller would "lase" the target with an eye-safe, laser range-finder.

The target coordinates then would be translated into a digital, F-16-compatible message and transmitted via radio to the F-16's improved data modem.

This message, in turn, would be transferred to a target-designator box viewed on the cockpit head-up-display (HUD), thus giving pilots important visual cues to target locations in relation to the aircraft. Aircraft targeting sensors automatically would slew to the target's latitude and longitude, allowing pilots to zero in immediately on enemy threat sites.

On Sept. 5 officials at Air Combat Command (ACC), Langley Air Force Base, VA., expressed a need for an advanced capability on select F-16 Fighting Falcons supporting the Bosnia peace effort. Through a combat mission needs statement, ACC

# NewsBits: News and events from the world of Acquisition Reform

- **DoD 5000 Series:** The new and improved DoD 5000 documents were approved 15 Mar 96 by Secretary of Defense William Perry. The series consists of DoD Directive 5000.1, DoD 5000.2-Regulation, and an Executive Summary. 5000.1 is mandatory for all acquisitions; 5000.2-R is mandatory for Major Designated Acquisition Programs and Major Automated Information Systems. The documents are available for your use on the SAF/AQ Homepage. The expected distribution for hard copies (at press time) is in the May time frame.

- **Deskbook:** The Defense Acquisition Deskbook—a software tool that consists of an electronic library, a software tool list, and an "on-line" program managers forum—is scheduled for initial release in May 96. It will be distributed on CD-ROM and through FTP. It will include the new 5000, complete text of the FAR and the DFARS, plus other documents identified by OUSD(A&T).

- **Logistics and Acquisition Offsite:** Senior leaders from the Pentagon and AFMC gathered at a rustic conference center in Maryland recently to discuss ways in which SAF/AQ, AF/LG, and AFMC could work together more effectively. The conference was a kickoff for more joint AQ/LG efforts and follow offsite is scheduled for Sep or Oct 96. The next issue of News From AFAR will have a complete report on the conference.

# Education and Training Effort Advances Acquisition Reform

By 2nd Lt. Deborah Dickensheets
AFMC Personnel

WRIGHT-PATTERSON AFB, Ohio — As the acquisition world of the future rapidly approaches, the need to deliver the right training at the right time is much on the mind of Col. Bobby Wright and his Lightning Bolt #9 team members.

The team is immersed in defining what skills, knowledge and tools are needed by people who will work in the new acquisition environment. But their effort is not strictly a headquarters analysis from afar (No pun intended).

In January, 24 representatives from several Air Force Material Command organizations met at Tinker Air Force Base, Okla., to develop education and training initiatives in response to eight of the Air Force's nine Lightning Bolt initiatives. These initiatives, announced last year, have rapidly accelerated acquisition reform. Lightning Bolt #9 is the education and training requirement related to rapid reform.

"We have divided the Lightning Bolt #9 team into two Integrated Product Teams" said Col. Bobby Wright, chief of Acquisition Reform Education and Training at Air Force Material Command headquarters, Wright-Patterson Air Force Base, Ohio, and Lightning Bolt #9 integrated product team leader. "One IPT is analyzing training requirements while the other works on the development of the "Renaissance person."

This concept, which is being developed by the integrated product team called Group Two, refers to education and training required to develop a multi-skilled professional capable of interdisciplinary and cross-functional acquisition work.

At Tinker, however, Group One of the Lightning Bolt #9 team focused on analyzing "those workable initiatives that have been established either by law,

## About News From AFAR

how the program office intends to manage the program after contract award. By including a post contract award discussion in the SAMP, it should be possible to tailor the amount of acquisition oversight to what is appropriate for the program.

Relative to acquisition plans, we have developed a mentality of one acquisition plan—one contracting action. As a forward looking document, the SAMP makes it possible to support multiple contracting actions, somewhat like a "class" acq plan. Much of the "implementation details" currently in our acquisition plans are necessary for the contract file and in developing an appropriate RFP. But these details can be handled locally with a memo by the Program Manager. Again, it is the IPT approach that makes it possible to entrust the details to the Program Manager, thereby, decentralizing program execution.

The final idea is that only the information required should be includ-ed in the SAMP. Unfortunately, there is a very fine line between "enough" and "too much" detail - and it will be in a different location for each program or as a program matures. It is up to the SAMP working group to determine where that line is for each specific program. The content and format of many of our traditional documents have been directed by regulation, policy, and practice, but rarely by statute. A good rule of thumb when deciding what information should be incorporated into a SAMP is to ask yourself whether this particular issue has an affect on the program's acquisition, test, support, or management strategy. If the issue has a strong influence on the proposed strategy then it should be included; if it doesn't have a strong influence then it shouldn't be included.

Based on the many programs who have prepared SAMPs, there are a few disturbing trends which are starting to show up.

> **Relative to acquisition plans, we have developed a mentality of one acquisition plan—one contracting action...the SAMP makes it possible to support multiple contracting actions, somewhat like a "class" acq plan.**

# Who's Who

**OSD - DUSD(Acquisition Reform)**
Colleen Preston, DUSD(AR)
Donna Richbourg, Asst DUSD(AR) - System Acq
Ric Sylvester, Dir, Pgm Acq Strategies Improvement
  DSN 227-6399, sylvesr@acq.osd.mil
Bill Mounts, Dir, Int'l and Commercial Sys Acq
  DSN 224-3882, mountsw@acq.osd.mil

**Air Staff - SAF/AQXA**
**1060 Air Force Pentagon**
**Washington DC 20330-1060**
Vacant, Chief, Acq Mgt Policy Division
LTC Shelby Syckes, Dep. Acq Mgt Policy Division
  DSN 227-3040, syckes@aqpo.hq.af.mil
Maj John Farris, Acq Reform War Room Coord
  DSN 225-3032, farrisj@aqpo.hq.af.mil
Capt Barry Graham, Action Officer
  DSN 223-3222, grahamb@aqpo.hq.af.mil

**HQ AFMC/DR**
**4375 Chidlaw Road, Suite 6**
**Wright-Patterson AFB OH 45433-5006**
Glenn Miller, Chief, Reqts Initiatives
Maj Keith Yockey, Chief, Acquisition Reform
  DSN 787-7033, yockeyk@wpgate1.wpafb.af.mil
Maj Glenn Palmer, IPD
  DSN 787-7033, palmerg@wpgate1.wpafb.af.mil
Capt Karen Castillo, Roadshow
  DSN 787-7033, castilk@wpgate1.wpafb.af.mil
Capt Brad Hart, Specs & Stds, Acq Policy Rev
  DSN 787-7033, hartb@wpgate1.wpafb.af.mil

# Education and Training Effort Advances Acquisition Reform

policy, or direction," said Maj. Keith Yockey, a team leader from the Directorate of Requirements at AFMC headquarters.

"We also asked the single program managers for their areas of interest and concerns. With that information, we began to work out which areas necessitated immediate training" Wright said.

Using this information, Group One first turned to the Federal Acquisition Streamlining Act (FASA). FASA is established by law and is currently being taught throughout the Air Force with acquisition reform training modules. The five-module series provides the "how to" training required for the acquisition work force. Feedback received from these sessions will determine future training.

Group One also tackled the other Lighting Bolts, which are those initiatives established by direction. According to team member Tom Ellis, host for the Tinker workshop, "these initiatives include source selection, streamlining requests for proposal, the Single Acquisition Management Plan, and the Defense Acquisition Board Review Process."

In the area of policy, Group One focused on the changes to the DOD 5000 series, Air Force and command changes and what the work force needs to know about them.

"Once the workable and immediate training requirements were agreed on, we discussed education, and training development and presentation methods," Wright said.

Some organizations have developed innovative ways to present acquisition reform to the work force. Some have developed acquisition reform videos and monthly letters from the center commanders on hot topics. One center hosts Town Hall meetings and another has worked through its Chamber of Commerce to provide training to local industry.

More information is available on the AFMC Personnel World Wide Web home page at http://afmc.wpafb.af.mil:12000/organization/HQ-AFMC/DP/dpe/ (currently under construction) or AFMC Requirements home page at http://www.afmc.wpafb.af.mil:12000/organizations/HQ-AFMC/DR/drihome.

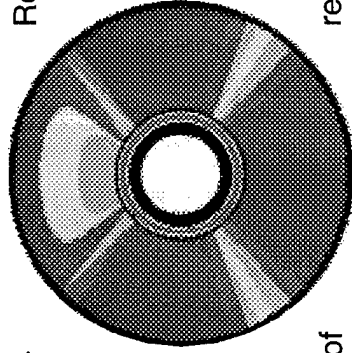(From the March 1996 issue of Leading Edge, AFMC's magazine)❖

---

# FEEDBACK
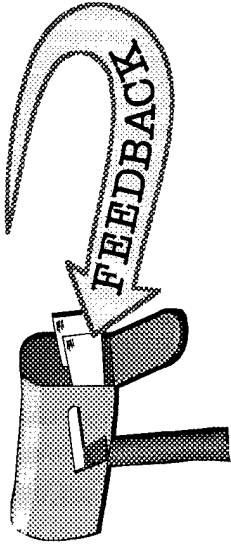
**There have been lots of rumors about additional Lightning Bolts. What's the story?** Mr Money, the new AFAE, is excited about acquisition reform, and has already announced two new Lightning Bolt Initiatives. He will, no doubt, announce more Lightning Bolts in the future. In fact, at the Senior Acquisition Leadership Conference, several of the workgroups suggested potential LBs. Mr Money calls these "emerging" Lightning Bolts. The "emerging" Bolts deal with funding and sustainment, so we can't unilaterally announce a change. We have to coordinate with the process owners (SAF/FM and AF/LG) and get them to co-sponsor the Bolt. These activities are in work, and FM and LG are helping us refine the initiatives.

**We've been trying to download documents off the Web page, and we keep getting an ftp error message—passive connection failed. What can we do?** There are two possible causes for your problem: one is your browser software, and the other is your network "firewall." Some browsers will only try a passive ftp connection (don't worry, I don't understand it either), and our "firewall" will not allow that for security reasons. Netscape and Mosaic 2.0 both try passive first, but then fall back to a "normal" ftp connection—so they should not be a problem. Your "firewall" may be set up to not allow downloads, or to only allow passive downloads. In either case, talk to your system administrator—we can't help you fix this one.

# New Software Released for Air Force Acquisition Model

learned — are displayed on the same screen, according to Major Hughes. They also will be able to navigate the wealth of AFAM processes and information using three easy-to-understand windows, versus many screens of menu options.

The software program was designed in July 1992 to help new, inexperienced Air Force acquisition program managers, engineers, and scientists find their way through a jargon jungle of defense acquisition acronyms, regulations, and guidelines.

"AFAM continues to evolve as the primary source of information to the defense acquisition corps," concluded Colonel Ferrell. "Tomorrow's acquisition professionals will have to be even more efficient, by reducing scrap, rework and repair. Now is the time to access and add the collective, "expert wisdom" of current workers by incorporating their "lessons learned" into AFAM's next generation database."

Recently the AFAM office became a Department of Defense (DOD) organization here: the DOD Deskbook/AFAM Joint Program Office. Its staff now also is working on the DOD Deskbook, which is similar to AFAM, but will definitize acquisition tasks and instructions for all services.

The joint office can provide complete installation support, with a help desk and after-hours message recorder. For more information or assistance about the newest version of AFAM, or the DOD Deskbook, call the Customer Support Division at (513)255-0423/DSN 785-0423.
(From Aeronautical Systems Center Office of Public Affairs, Wright-Patterson AFB, Ohio; (513)255-2725.)❖

# Project Sure Strike Improves F-16 Capability

directed the F-16 office here to quickly design, develop, integrate, test and field a precision targeting system for combat use. This tasking also included modifying the aircraft, simultaneous air and ground-crew training, and follow-on technical support.

The F-16 SPO, directed by Col Larry "Scoop" Cooper, responded swiftly and, just seven weeks later, the new capability was ready for testing and validation by a joint test team. Centered at Nellis Air Force Base, Nev., the team consisted of F-16 SPO program managers and flight test managers, as well as pilots, engineers and analysts from both the 57th Test Group of Nellis and the 416th Flight Test Squadron of Edwards Air Force Base, Calif.

Developmental and operational testing and evaluation, normally performed at different sites by separate organizations, were combined to meet the tight delivery schedule. After one week of this combined testing and evaluation, the joint team, with successful test missions behind it, recommended the system be fielded as the F-16's newest combat capability. The modification kits then were shipped to Aviano Air Base, Italy, where they arrived on Nov. 6. There they are to be employed on the 555th and 510th fighter squadrons' F-16s.
(ASC news release. For more information, contact Capt. Mark Phillips at (513) 255-2725 or via e-mail at (phillimr@asc.wpafb.af.mil)❖

For example, many people simply erase the name "acquisition plan" and type in "SAMP", but the content of the document doesn't change. The blame for this one probably rests with the AQ staff more than anywhere else. The lack of clear guidance on SAMPs has left many programs, and functional staffs struggling to execute programs while trying to implement some very different acquisition reform ideas. However, things are getting better. The final guide is nearing publication; programs, and functional staffs, are more familiar with the SAMP concept; and the Home Page now has an "Ask AQ" section to improve communications with the field.

Believe it or not, some "boilerplate" phrases are starting to appear in SAMPs. For example, I have seen the phrase "the contractor will have maximum flexibility to trade cost, schedule and technical performance in the execution of this contract" in several SAMPs. This is a very good principle that we want, and expect, all programs to follow. There is also nothing wrong with including this type of phrase in your SAMP, provided there is an explanation of why and how the phrase applies to your program and it is a key determinant in the program's overall strategy.

Let me close with a brief status on the SAMP guide. The final version of the SAMP policy and guide is in the home stretch. The guide has been coordinated by the Air Staff 2-Letter organizations and DUSD(AR) and is in SAF/AQ for final review and signature. The quality of the final version of the guide is significantly improved from the first draft we put together in October. This improvement is due almost exclusively to your efforts as you struggled to implement draft guidance and vague direction. For that I owe everyone a great deal of thanks. Keep the cards and letters coming.❖
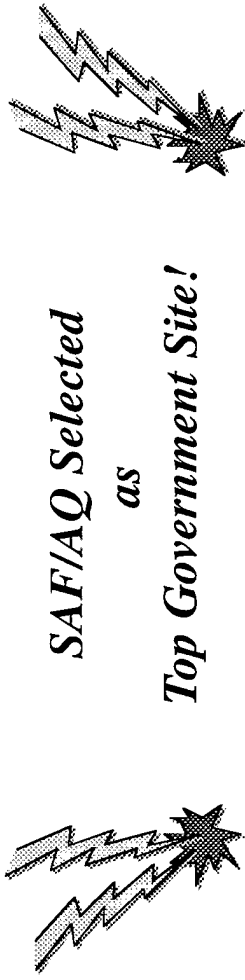
*SAF/AQ Selected*
*as*
*Top Government Site!*
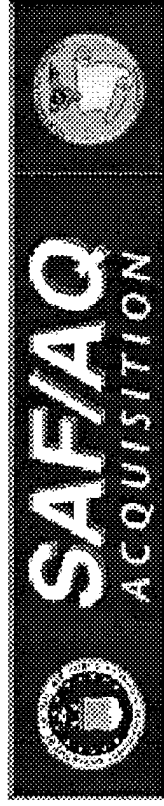


**Welcome to the Air Force Acquisition Home Page**

Keeping up with SAF/AQ and Acquisition Reform has never been easier, thanks to the World Wide Web. You can reach the SAF/AQ web-site by entering the following URL (uniform resource locator) into your favorite browser (Netscape recommended):

**http://www.safaq.hq.af.mil/SAFAQ/**